

NOELLE J. MACKAY
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Shelburne, Vermont 05482-6777

SUMMARY

Visionary leader with more than 16 years' experience in community development, land use planning, watershed planning and economic development along with strategic planning, organizational management, program development and project implementation. Exceptional communication skills with the ability to diplomatically navigate diverse perspectives and collaboratively develop common vision and goals. Demonstrated ability to initiate, manage and fund projects. Motivational leader who leads by example.

EXPERIENCE

Vermont Agency of Commerce and Community Development, Montpelier, VT
Commissioner, Department of Housing and Community Development, January 2011-present

Directed department's efforts to ensure Vermont is positioned to carefully integrate growth and economic opportunities with environmental and historic protection. Developed flood resilience projects at the community and state levels. Repositioned department as a collaborative partner, willing to work with other state agencies, businesses and nonprofit organizations. Responsible for \$28 million annual budget. Directed organizational operations, including budgeting, staffing, programs and strategic planning.

Key Achievements:

- Led ACCD's community and economic development recovery efforts after Tropical Storm Irene devastated Vermont in 2011, including leading the Governor's Institute for Community Design, Cultural and Historic Resources Task Force, Small Business Champion Teams and Community Recovery Partnership Program. Secured Economic Development Administration and Environmental Protection Agency funding to assist municipalities, regions and the state develop tools to reduce, eliminate or avoid future flood risk to economic and community assets.
- Headed efforts to restructure and stabilize staffing and budgets within DHCD to provide better customer service, greater visibility to the public and improved staff morale.
- Directed review and updates to the State's five designation programs designed to encourage compact, mixed use development, including statutory changes, process updates as well as outreach and communication improvements.

Smart Growth Vermont, Burlington, VT
Executive Director, June 2005-December 2010

Initiated and implemented new strategic plan designed to re-invigorate and refocus organizational goals and program outcomes. Repositioned organization as a trusted innovative leader in developing strong, liveable communities. Responsible for \$400,000 annual budget. Directed organizational operations, including budgeting and finances, staffing, programs and strategic planning.

Key Achievements:

- Directed legislative initiatives designed to promote development in Vermont's historic centers and protect the natural environment, which resulted in the adoption of new state-wide Growth Center and Vermont Neighborhood programs. More than doubled state historic tax credits available for income producing properties.
- Launched new organizational name, brand and website as part of larger vision to position organization as a trusted partner, offering direct support and customized solutions to communities and state leaders.
- Initiated new fee-for-service program for municipalities that included community outreach, land use planning and regulation development and local leadership training.
- Developed strategic partnerships with Realtors, homebuilders, AAPR-VT, non-profit housing developers and others to create programs and policies that provide housing alternatives, transportation options and protect the natural environment and encourage economic opportunities in town centers.

Stony Brook-Millstone Watershed Association, Princeton, NJ

Deputy Director, 2003-May 2005

While continuing to direct Department of Watershed Management, responsible for day-to-day activities and operations of the organization. Managed and motivated four staff departments. Led efforts to standardize financial and operational policies and procedures; developed and implemented Board governance and training modules.

Key Achievements:

- Developed and implemented recommendations to enhance efficiency and effectiveness by standardizing policies and procedures; developing job descriptions, 6-month goals and annual evaluations.
- Led improvement of cross-departmental integration of programs.

Stony Brook-Millstone Watershed Association, Princeton, NJ

Director of Watershed Management, 2000-May 2005

Directed growth and maturation of a newly-reformed watershed management department. Responsible for all aspects of the program including development, implementation and evaluation of 5-year multi-prong program strategy aimed at protecting regional water quality. Secured and managed grant funding; and developed the outreach and advocacy strategy. Managed and motivated team members.

Key Achievements:

- Launched targeted multi-partnership programs with municipalities, corporations, golf courses and local non-profits aimed at increasing environmental stewardship and decreasing pollution entering waterways. Program earned the New Jersey Achievement in Planning Award from the New Jersey Planning Officials.
- Led growth of the Department from two to 12 staff; increased grant funding from \$120,000 to \$750,000 annually.

Stony Brook-Millstone Watershed Association, Princeton, NJ

Senior Watershed Planner, February 1999-2000

Developed, implemented and led a region-wide network of grassroots organizations brought together to advocate for open space protection, water quality protection and transparent evaluation of development proposals.

- 24 out of 26 towns passed open space ballots to adopt penny tax for preservation.
- Secured funding of more than \$300,000 for a watershed plan and implementation project.

EDUCATION

Master of Environmental Studies (MES), 1994, Dalhousie University, Nova Scotia, Canada

Bachelor of Science, Biology (BS), 1990, Mount Allison University, New Brunswick, Canada

ACADEMIC AWARDS/FELLOWSHIPS

- Henry Toll Fellow, Class of 2014
- Natural Sciences and Engineering Research Council (NSERC) Postgraduate Scholarship
- Izaak Walton Killam Memorial Scholarship
- Natural Sciences and Engineering Research Council (NSERC) Undergraduate Scholarship